

~~CONFIDENTIAL~~

3 JAN 1961

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**MEMORANDUM FOR:** [REDACTED]  
**THROUGH** : Chief, School of International Communism  
**SUBJECT** : Letter of Appreciation

1. The Chairman of the OTR Education Committee has informed me of the contribution you have made in the production of the OTR document, "Guidelines for Effective Teaching."

2. I desire to take this opportunity to express personally to you my thanks for your contribution, knowing full well that this effort on your part was over and above your regular duties. I believe that this handbook is another facet in our total program of improving instructor effectiveness in our OTR classrooms.

3. I have directed that a copy of this letter be placed in your personnel folder.

SIGNED

**MATTHEW BAIRD**  
Director of Training

**Distribution:**

Orig. & 1 - Addressee  
1 - Personnel Folder  
1 - [REDACTED]  
1 - PPS

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**OTR/PPS:** [REDACTED] :nld (29 Dec 60)

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